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Committee of Experts on Public Administration

Report on the fourteenth session (20-24 April 2015)

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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Summary

The present report contains the main findings and recommendations of the Committee of Experts on Public Administration at its fourteenth session. The Committee addressed the issue of building trust in government in pursuit of the sustainable development goals, with an emphasis on the question "What will it take?" The outline of an answer was reflected in the sub-issues discussed, namely redefining relationships and responsibilities in support of participatory governance and responsive public service delivery, including through e-solutions; strengthening innovation, prioritization, informed decision-making and integration of policy development processes; and promoting accountable institutions, ethical leadership and integrity.

Public trust is rooted in citizens' perceptions of the legitimacy of government action, for example, in the ability of officials to manage public resources effectively and, more generally, to consistently act in the public interest over an extended period. Building trust in government in pursuit of the sustainable development goals will depend primarily on the implementation of sound public policy that reflects people's priorities and on institutional performance and the quality of public services. Bearing in mind national and local specificities, an ability to achieve political consensus and manage relationships with citizens will be an essential element without which technical and bureaucratic responses to the challenges of the sustainable development goals will be ineffective.

A critical element of participatory governance is citizen engagement, which is essential to identifying sustainable development priorities and expected outcomes at the national and local levels. In promoting citizen engagement in public policymaking, care should be taken to remove barriers to participation, in particular by marginalized groups, and to ensure both technical and substantive equality of opportunity in consultative processes. Open government, characterized by transparency, participation and collaboration, can assist in this regard. The Committee also noted that there is often a complex interaction between formal rules that define institutions, for instance constitutions and laws, and informal rules in the form of sanctions, taboos, customs, traditions and codes of conduct, which must be factored into institution building.

The Committee recalled that the drive for innovation in the public sector is due, in part, to the increasing complexity of the public agenda and recognition of the interdependence of development objectives at all levels. Flatter, more participatory structures are characteristic of collaborative approaches to governance, as are moves from authoritarian to more inclusive leadership styles, from centralized to decentralized arrangements, from an emphasis on process to an emphasis on outcomes and from organizational silos to collective action in pursuit of shared objectives. The Committee stressed that integration is not "business as usual" for most governments. Most policy development and funding will continue to flow through the sectors. Policy integration will rest on the ability to convince sectoral actors to explore the benefits of cross-sectoral cooperation, the critical foundation of which is the capacity for effective policy development within sectors.

The Committee stressed that the public sector has a critical role to play in pursuing all of the sustainable development goals and can have tremendous strategic value and influence, as evidenced by the fact that many important economic, social, scientific and technological innovations had their origins in government Political endorsement of the sustainable development goals at national and local levels will be essential and will provide a fundamental mandate to translate the goals and targets into action. Achievement of the sustainable development goals will also necessitate a steady and continued process of institutional and administrative reform, encompassing shifts in mindset and behaviour as well as transformation of processes and practice. National systems of accountability, as enablers of sustainable development, should be permeated with ethical values and standards, comprising a clear framework for monitoring, with priority given to public oversight of government. Corruption remains one of the most significant impediments to building effective and accountable institutions. Recalling the United Nations Convention against Corruption, the Committee stressed the need to accelerate the adoption of measures to prevent corruption in the public sector and end impunity for corrupt practices, recognizing that the prevention of corruption can be a complex and long-term challenge.

Lastly, the Committee reviewed the United Nations Programme in Public Administration and Development Management, taking into account the current and future role of the United Nations system in governance and public administration, reform of the Economic and Social Council and the promotion of normative-operational linkages within the Council system. The Committee noted that the governance aspects of proposed sustainable development goal 16 — to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive societies at all levels — and aspects of goal 17, notably targets related to technology, policy and institutional coherence and multi-stakeholder partnerships, are areas where the programme can best support its work in the follow-up to the post-2015 development agenda.

[8 May 2015]

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Chapter I

Matters calling for action by the Economic and Social Council or brought to its attention

A. Draft resolution recommended for adoption by the Economic and Social Council

1. The Committee of Experts on Public Administration recommends to the Economic and Social Council the adoption of the following draft resolution:

Report of the Committee of Experts on Public Administration on its fourteenth session

The Economic and Social Council,

Recalling its resolutions 2012/28 of 27 July 2012, 2013/23 of 24 July 2013, 2014/38 of 18 November 2014 and other related resolutions on public administration and development, in which it affirmed that service to citizens should be at the centre of transforming public administration and that the foundations of sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration,

Recalling also General Assembly resolution 50/225 of 19 April 1996, in which the Assembly recognized that effectiveness of government requires an efficient and effective public administration in all countries that is responsive to the needs of the people, promotes social justice, ensures universal access to quality services and productive assets and creates an enabling environment for sustainable people-centred development,

Recalling further General Assembly resolution 69/228 of 19 December 2014 on promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions, in which the Assembly emphasized that efficient, accountable and transparent public administration has a key role to play in the implementation of the internationally agreed development goals, including the Millennium Development Goals,

Recalling the outcome document of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, entitled "The future we want",[1] and recognizing that effective governance at the local, subnational, national, regional and global levels representing the voices and interests of all is critical for advancing sustainable development,

Recalling also General Assembly resolution 68/309 of 10 September 2014, in which the Assembly decided that the proposal of the Open Working Group on Sustainable Development Goals contained in its report[2] shall be the main basis for integrating sustainable development goals into the post-2015 development agenda, while recognizing that other inputs will also be considered, in the intergovernmental negotiation process at the sixty-ninth session of the General Assembly,

[1] General Assembly resolution 66/288, annex.
[2] A/68/970 and Corr.1.

Recalling further the report of the Intergovernmental Committee of Experts on Sustainable Development Financing,[3] which highlights, inter alia, the importance of ensuring transparency and accountability of financing at the national, regional and international levels,

Referring to the United Nations Convention against Corruption,[4] which entered into force on 14 December 2005,

Recalling General Assembly resolutions 60/252 of 27 March 2006 and 69/204 of 19 December 2014, in which the Assembly reaffirmed the need to more effectively harness the potential of information and communications technology to promote the achievement of the internationally agreed development goals, including the Millennium Development Goals, through sustained, inclusive and equitable economic growth and sustainable development,

Recognizing the work of the Committee of Experts on Public Administration in providing policy advice and programmatic guidance to the Council on issues related to governance and public administration, and the relevance of the Committee's work to the acceleration of the implementation of the Millennium Development Goals and the elaboration of the post-2015 development agenda,

Recognizing also the support being provided by the United Nations Programme in Public Administration and Development Management to countries on public sector leadership, institutional and human resources capacity development, electronic and mobile government and citizen engagement in development management,

1. *Takes note* of the report of the Committee of Experts on Public Administration on its fourteenth session;[5]

2. *Notes* the work done by the Committee on building trust in government in pursuit of the sustainable development goals, in accordance with the theme of the 2015 session of the Economic and Social Council, on redefining relationships and responsibilities in support of participatory governance and responsive public service delivery, including through e-solutions, on strengthening innovation, prioritization, informed decision-making and integration of policy development processes, and on promoting accountable institutions, ethical leadership and integrity;

3. *Also notes* the critical significance of citizens' confidence in effective and capable institutions and the means of implementation of the sustainable development goals as a core enabler of building trust in government, and encourages Member States to make use of the transition period to address gaps in governance and implementation arrangements that contribute to such confidence;

4. *Underlines* that attaining the future sustainable development goals and related targets, in accordance with national and local contexts and priorities, will require clarifying roles and responsibilities of public sector entities, civil society and private sector actors in policy design and implementation, taking into account pre-existing power structures;

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[3] A/69/315.

[4] United Nations, *Treaty Series*, vol. 2349, No. 421466.

[5] *Official Records of the Economic and Social Council, 2015, Supplement No. 24* (E/2015/44).

5. *Stresses* that the sustainable development goals are different from the Millennium Development Goals and need more citizen ownership, and encourages Governments to foster the participation of citizens in their implementation at all levels, in a trustful manner, in order to mobilize efforts and resources for achieving sustainable development;

6. *Reaffirms* that access to public service by citizens should be a central concern of public sector transformation in pursuit of the sustainable development goals, and encourages Member States to create pathways to citizen engagement with a view to designing policies and strategies in an inclusive manner, inter alia, by strengthening regulatory processes of public consultation with all stakeholders at all levels;

7. *Stresses* the need for capacity-building, within specific country contexts, to promote collaborative relationships among public and private sectors and civil society, monitor progress and strengthen accountability frameworks for achievement of the sustainable development goals;

8. *Encourages* Member States to continue to strengthen e-government and the use of mobile technology, open data and evidence-based decision-making with a view to promoting effective, accountable and transparent institutions at all levels;

9. *Stresses* that to ensure support for the sustainable development goals across Governments and among the general public, there is a need for articulation of universalized public values and solidarity, buttressing of cross-governmental political will, and incentives for cooperation among all stakeholders;

10. *Acknowledges* that more informed decisions and better prioritization occur when citizens and non-State actors are engaged throughout the policy cycle, recognizing that universities and the private sector are important actors in public sector innovation, and encourages public authorities at all levels to engage universities and the private sector in research and experimentation in the development of new capabilities for policy integration;

11. *Recognizes* that policy integration, involving effective policy design and implementation, stakeholder engagement and coordination across government, calls for transformative leadership, creativity, critical thinking and analytical skills, supported by an enabling environment comprising, inter alia, lead agencies tasked with reducing fragmentation through a process of programme review, and behaviours that promote sharing of data, information, knowledge, ideas and resources;

12. *Underscores* that effective, accountable and transparent institutions at all levels depend on a culture of ethics and integrity in the public sector, and encourages educational institutions, including schools and institutes of public administration, to promote professionalism and ethics among future public servants;

13. *Recognizes* that national oversight institutions have an essential role to play in the implementation of the post-2015 development agenda, inter alia, by promoting transparency and monitoring the disbursement and proper utilization of public resources at all levels;

14. *Encourages* Governments at all levels to strengthen public financial management by modernizing accounting standards and introducing more advanced systems of accounting;

15. *Notes* that promoting integrity and transparency and ending impunity are essential to the prevention of corruption by public officials, and encourages Member States to strengthen collaboration with civil society, the private sector and the media, as appropriate, in exposing and addressing illicit practices;

16. *Requests* the Committee, at its fifteenth session, to examine and make recommendations on the governance and institutional aspects of implementing the post-2015 development agenda: moving from commitments to results, in accordance with the theme of the 2016 session of the Council;

17. *Reiterates* its invitation to the Committee to enhance its interaction and coordination with the Council and other subsidiary bodies of the Council with a view to addressing cross-cutting areas through the established working methods of the Council;

18. *Requests* the Department of Economic and Social Affairs of the Secretariat to continue:

(a) To address gaps in research, policy analysis, formulation and integration as an aspect of governance and public administration and continue to implement initiatives such as the United Nations e-Government Survey, the Global e-Government Forum, the United Nations Public Service Awards and Forum, the *World Public Sector Report* and updated guidance on civic engagement, inter alia, with a view to supporting monitoring and implementation of the future post-2015 development agenda;

(b) To increase the scope and depth of capacity-development activities, as appropriate, with the aim of better assisting countries, including post-conflict countries and countries engaged in democratic institution-building, according to their specific contexts and needs, in building effective, accountable and transparent institutions at all levels in pursuit of the sustainable development goals;

(c) To promote transformative government and innovation in public governance, including through information and communications technology and e-government, so as to advance sustainable development, through the transfer of knowledge on effective governance at the global, regional, national and local levels;

(d) To assist in the implementation and review of the governance-related aspects of the Plan of Action adopted by the World Summit on the Information Society at its first phase, held in Geneva from 10 to 12 December 2003,[6] and the Tunis Agenda for the Information Society adopted by the Summit at its second phase, held in Tunis from 16 to 18 November 2005;[7]

(e) To facilitate, promote and coordinate the implementation of new and innovative activities and initiatives on effective governance and public administration in order to test, validate and scale up innovative methodologies and practices to advance sustainable development;

(f) To promote collaboration and coherence of its activities in governance and public administration with the activities of the relevant departments of the Secretariat and United Nations agencies, as appropriate.

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[6] See A/C.2/59/3, annex.

[7] See A/60/687.

B. Draft decision recommended for adoption by the Economic and Social Council

2. Bearing in mind the theme of the 2016 session of the Economic and Social Council, "Implementing the post-2015 development agenda: moving from commitments to results", the Committee of Experts on Public Administration recommends to the Council the adoption of the following draft decision:

Venue, dates and provisional agenda of the fifteenth session of the Committee of Experts on Public Administration

The Economic and Social Council:

(a) Decides that the fifteenth session of the Committee of Experts on Public Administration will be held at United Nations Headquarters from 18 to 22 April 2016;

(b) Approves the provisional agenda for the fifteenth session of the Committee as set out below:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Moving from commitments to results: transforming public institutions to facilitate inclusive policy formulation and integration in the implementation and monitoring of the sustainable development goals:
   (a) Ensuring prioritization and decision-making that is fair, responsive, inclusive, participatory and accountable at all levels;
   (b) Improving engagement and communication between Governments and stakeholders, including through access to information, open government and electronic and mobile solutions;
   (c) Ensuring effective and innovative implementation, monitoring and impact evaluation of the policies identified in support of the sustainable development goals;
   (d) Strengthening the confidence of citizens in the effectiveness, validity and integrity of public administration through enhanced, targeted efforts to use good governance to prevent, expose and deal with corruption;
   (e) Developing transformative leadership and enhancing relevant competencies of public servants.
4. Provisional agenda for the sixteenth session of the Committee.
5. Adoption of the report of the Committee on its fifteenth session.

Chapter II
Organization of the session

A. Opening and duration of the session

3. The Committee of Experts on Public Administration, established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General. The Committee held its fourteenth session at United Nations Headquarters from 20 to 24 April 2015.

4. The Director of the Division for Public Administration and Development Management, Juwang Zhu, called the session to order and welcomed the participants. The Under-Secretary-General for Economic and Social Affairs, Wu Hongbo, made opening remarks. The Committee considered all items on the agenda of the fourteenth session and concluded by adopting the draft report.

B. Attendance

5. The following 21 Committee members attended the session: Giuseppe Maria Armenia (Italy), Türksel Kaya Bensghir (Turkey), Rowena G. Bethel (Bahamas), José Castelazo (Mexico), Xiaochu Dai (China), Meredith Edwards (Australia), Walter Fust (Switzerland), Alexandre Navarro Garcia (Brazil), Igor Khalevinskiy (Russian Federation), Mushtaq Khan (Bangladesh), Francisco Longo Martínez (Spain), Paul Oquist (Nicaragua), Marta Oyhanarte (Argentina), Eko Prasojo (Indonesia), Odette R. Ramsingh (South Africa), Allan Rosenbaum (United States of America), Margaret Saner (United Kingdom of Great Britain and Northern Ireland), Dona Scola (Republic of Moldova), Pontso Susan Matumelo Sekatle (Lesotho), Najat Zarrouk (Morocco), Jan Ziekow (Germany).

6. The following entities of the United Nations system were represented at the session: Office of the Special Adviser on Africa, Office of the United Nations High Commissioner for Human Rights, Economic and Social Commission for Western Asia, Regional Commissions New York Office, United Nations Development Programme, United Nations University, International Labour Office and World Bank Group.

7. Observers from governmental, non-governmental and related organizations also attended. Observers were invited to provide written statements in advance of the session. A total of five statements were received, which served to inform the Committee in its work. The list of observers who attended the session can be viewed on the website of the Committee at www.unpan.org/cepa.

C. Agenda

8. The agenda of the fourteenth session of the Committee was as follows:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.

3. Building trust in government in pursuit of the sustainable development goals: what will it take?

   (a) Redefining relationships and responsibilities to support participatory governance and responsive public service delivery, including through e-solutions;

   (b) Strengthening innovation, prioritization, informed decision-making and the integration of policy development processes for enhanced impact;

   (c) Promoting accountable institutions, ethical leadership and integrity to enhance confidence in efforts to deliver sustainable development.

4. Review of the United Nations Programme in Public Administration and Development Management.

5. Provisional agenda for the fifteenth session of the Committee.

6. Adoption of the report of the Committee on its fourteenth session.

D. Election of officers

9. The following members served as officers of the Committee during the fourteenth session:

Chair:
Margaret Saner (United Kingdom of Great Britain and Northern Ireland)

Vice-Chairs:
Rowena G. Bethel (Bahamas)
José Castelazo (Mexico)
Najat Zarrouk (Morocco)

Rapporteur:
Dai Xiaochu (China)

Chapter III

Building trust in government in pursuit of the sustainable development goals: what will it take?

10. The Committee noted two main variants of public trust: political and social trust. Political trust occurs when citizens consider government and its institutions, policymaking in general and/or individual political leaders as promise-keeping, efficient, fair and honest. Social trust refers to citizens' confidence in each other as members of a social community. Political and social trust can enhance social cohesion and promote peaceful and inclusive societies, which in turn reinforces trust in government in a virtuous circle.

11. Public trust is rooted in citizens' perceptions of the legitimacy of government action, for example, in the ability of officials to manage public resources effectively and, more generally, to consistently act in the public interest over an extended period of time. With this understanding, the Committee found it helpful to refer to a conceptualization of public trust as the assessment by people of a government's entitlement to enforce its decisions, laws and regulations as well as the probability that it will deliver on its obligations.

12. Political and social trust may be strengthened through the implementation of sound public policy, for example, in initiatives that directly contribute to the achievement of national or local sustainable development priorities. Policies and reforms that demonstrably respond to people's concerns, such as reducing poverty, inequality and crime, expanding opportunities for employment and decent work for all, combating the impacts of climate change or protecting terrestrial ecosystems, can substantially enhance public trust.

13. In this regard, the Committee drew attention to the fact that each country has primary responsibility for its own economic and social development and that national sustainable development goals targets, including governance-related targets, must take into account national circumstances and priorities. A sense of national and local ownership is considered a prerequisite for the formulation of effective public policy and the trust in government that it engenders. Participatory governance, innovation, policy integration, institutional capacity for analysis and informed decision-making are among the main ingredients of effective policymaking that the Committee explored in some depth.

14. The Committee agreed that institutional performance and the quality of public services are another principle factor in building trust in government in pursuit of the sustainable development goals. The capacity to meet performance expectations, however high or low they may be set, perceptions of competence and a sense of security, including in the area of cybersecurity, should be leading concerns in public administration and underlying objectives of public sector reform. Responsive public service delivery, ethical leadership, integrity and the prevention of corruption are elements of effective performance that the Committee discussed at length.

15. At the same time, one of the key sources of growing distrust identified in many countries is that societies are increasingly divided and lack political consensus. Applying technocratic and bureaucratic solutions to this problem will be ineffective. Unless political elites in countries are able to compromise — which is a political skill — and accommodate different views in society, trust in government will be difficult to achieve.

16. The Committee noted that trust can easily dissipate in a crisis and that decisive, effective action on the part of government can both avert disaster and speed recovery, as was seen in connection with the 2007-2008 global financial crisis and recent Ebola epidemic. Citizens gauge the effectiveness of government on the basis of its preparedness and response and calibrate their level of trust in public institutions accordingly. Notwithstanding the centrality of national priorities, longer-term trends associated with globalization and related technological, political, economic and cultural changes should also be taken into account when pursuing governance-related aspects of the sustainable development goals.

17. The Committee agreed that fostering a culture of trust, including online, will require governments to ensure that the public sector is ready and able to collaborate with a broad range of stakeholders, and vice versa. Civic education, in this regard, may be important. Governments should also make an effort to inform and consult directly with citizens, while recognizing that the presence of a healthy scepticism in society is part of the trust relationship. The ability to be heard, challenge and seek redress on the part of the citizen contributes to an optimal level of trust.

18. Many public administration processes are based on distrust, with a view to reducing corruption and the influence of private over public interests and controlling the behaviour of citizens. As trust is a two-way relationship, the Committee noted that further consideration needs to be given to the degree to which the various arms of government, such as the justice and security sectors, parliament, political parties and the public service, trust citizens as well as one another.

19. The Committee added that a trend towards low levels of trust in government could not be conclusively shown owing to definitional and measurement issues that make any trust survey results difficult to interpret and compare. Even when plausible causes of low levels of trust are identified, there remains the problem of determining the relative strength or importance of the different factors in different contexts. Efforts to develop internationally comparable governance statistics should take such concerns into account.

A. Redefining relationships and responsibilities to support participatory governance and responsive public service delivery, including through e-solutions

1. Participatory governance

20. The Committee noted the integral role of participatory governance in the sustainable development goals, specifically in connection with target 16.7, to ensure responsive, inclusive, participatory and representative decision-making at all levels, and target 17.17, to encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. Although no one system or solution applies a "fix for all", there are basic principles of participatory governance that should apply in implementing the sustainable development goals, irrespective of national or local context. Among them are the principles of subsidiarity, inclusion and openness.

21. A critical element of participatory governance is citizen engagement, which is essential to identifying sustainable development priorities and expected outcomes at the national and local levels. Engagement enhances policy effectiveness by taking

into account views, experience and expertise from across society, including at the grass-roots level. It can be highly beneficial in identifying issues and tackling complex issues involving multiple stakeholders.

22. Poverty, discrimination and inequality can all inhibit participatory governance. In promoting citizen engagement in public policymaking, care should be taken to remove barriers to participation, in particular by marginalized groups, and ensure both technical and substantive equality of opportunity in consultative processes. At a minimum, all stakeholders should be made aware of key aspects of significant public policy initiatives and be adequately informed of when, where and how they can contribute. In these matters, the right to freedom of expression, including the freedom to seek, retrieve and impart information and ideas of all kinds, should be upheld.

23. The Committee stressed that citizen engagement supports democracy to the extent that decisions made reflect the views of those affected and are responsive to their interests. However, citizen engagement should not be seen as an alternative to representative democracy, but as a set of practices that contribute to effective governance. In order for public policymaking to be effective, it should be understood that not all groups have the same priority with regard to a given policy. Emphasis should be placed on engaging stakeholders when their involvement is most relevant. Similarly, roles and responsibilities in the various policy processes of an administration should be clarified, in particular with regard to distinctions between engagement in consultation and decision-making responsibilities.

24. Regarding the principle of subsidiarity, the Committee underscored the importance of empowering local government as a precondition for the achievement of the sustainable development goals. Well-designed national programmes of decentralization can ensure power-sharing among different levels of government, bringing decision-making closer to the people, enabling timely and responsive service delivery and enhanced trust in government.

25. Throughout, public servants should display ethical behaviour and professionalism while understanding their duty to serve the public interest, manage highly interactive communication, listen to citizens and elaborate policies based on shared values. Public servants also need to identify effective spaces for engagement knowing that civil society also has its own mechanisms for interacting with citizens in the public space.

2. Formal and informal institutions of engagement

26. The Committee agreed on the need for creating institutionalized spaces for participation as a means of achieving the post-2015 objective of "leaving no one behind". In this effort, an enabling legal framework for citizen engagement should be established in each administration, comprising a regulatory process of public consultation, freedom of information and a free and pluralist media, among other measures.

27. In implementing legal requirements, it can be helpful if public administrators are supported by autonomous organizations dedicated to participation. These are institutions designed specifically to increase citizen engagement in decision-making processes, in accordance with the national and local contexts in which they operate. Such institutions can provide considerable room to experiment with different

designs, offer a strong basis for pursuing participatory governance and can assist public servants in developing capacity for designing public policy taking into account citizen input.

28. The Committee noted that citizen engagement need not be limited to policymaking and service delivery; it could also be seen as an important attribute of public scrutiny, oversight and monitoring of government administration. Likewise, some actions may be carried out by civil society organizations, not just through government programmes. Public engagement spaces could offer opportunities for promoting shared responsibility between public and private actors.

29. Policymakers may also find inspiration in approaches adopted by other countries and local governments, but need to test them through trial and error, allowing for learning through experimentation. Policymaking capacity may be strengthened through the use of problem-solving approaches supported by tool kits and with reference to good practices that can be adapted to a particular context. Developing the capacity to engage in public policymaking should not be limited to the public sector. Other actors must also have the ability to participate meaningfully with adequate financial resources dedicated to ensuring social inclusion including through the use of information and communications technologies.

30. The Committee observed that public governance relies on institutions to define policies and development strategies, create laws, transform political will into results that serve the public interest and enforce the rule of law. Capable institutions are considered as one of the focus elements for sustainable development. In particular, the proposed sustainable development goal 16 calls for "effective, accountable and transparent institutions at all levels".

31. Responsive, accountable national and local institutions need to ensure the delivery of transparent and quality services. However, similar institutions may work differently across countries. Various factors contribute to this difference, including the influence of cultural aspects and the way power is organized within society; there are differences between the way societies organize and mobilize different power groups, which may be of an informal nature at times.

32. The Committee noted that there is a complex interaction, and often tension, between the "formal" rules that define these institutions, for instance, constitutions and laws, and the "informal" rules that also shape them, in the form of sanctions, taboos, customs, traditions and codes of conduct. Both have a role to play, especially in tackling thorny problems. Formal institutions offer rigid enforcement, while informal ones use locally rooted compliance based on customs and traditions.

33. In some cases, informal institutions could work in synergy with formal institutions, for instance, promoting social reconciliation after conflict. In others, however, they could compete with formal institutions, particularly in the case of patronage networks. Informal institutions sometimes emerge out of groups that were discriminated against because of the values of their traditions and cultures. Sometimes this creates great conflict with formal institutions, and even alienation. A better understanding about the interplay between formal and informal institutions is needed when considering how to redefine relationships and responsibilities for enhanced service delivery.

34. A pragmatic position calls for understanding the context as a precondition for designing public policies — one size doesn't fit all. Governments need to be

cautious about trying to reform formal institutions through citizen-led initiatives. Sometimes the better approach is to leverage the power of entrenched groups, which may result in change that is sustainable. Others view citizen engagement as a way to transform awareness, information, dialogue and action into "people power", which is a formidable force for uprooting entrenched elites and ending corrupt practices. This view proposes organizing a society in a way that its power structures and arrangements are challenged while mobilizing citizen participation to enforce formal rules. However, this could bring new challenges by uncovering conflict in a society that will need to be managed.

35. The Committee noted that the distinction between formal and informal appears to be of greater concern in countries where the boundaries between State and non-State organizations are sharply drawn or where the State is particularly vulnerable to outside forces. In such circumstances, the impact of citizen engagement can be less predictable than elsewhere, so that the line between benefits and risks is harder to draw. Depending on context, there could be a need for a combination of both the pragmatic and the "people power" approach.

36. Entry-level and mid-career public servants need to understand the challenges and opportunities offered by formal or informal engagement mechanisms. A change of mindset may be needed towards more inclusive approaches and an understanding of the practical changes that will arise in implementation of the sustainable development goals. Engagement need not be feared but rather viewed as an asset. Informal-formal power structures should be carefully analysed when selecting approaches to attain goals.

3. Promoting a responsive public sector

37. The Committee agreed that institutions need to be responsive to citizens' needs, demands, happiness and well-being. They need to be accountable and adopt policies that are inclusive for development and enhancement of service delivery. Attaining the sustainable development goals requires convergence between people's expectations of the kind of services they need and the way in which institutions deliver these services.

38. One of the building blocks for attaining convergence is a mindset whereby civil servants see themselves as "being there for citizens". This requires well-trained and capable public officials who uphold integrity and transparency standards and make use of modern tools for information sharing as well as of effective processes and infrastructure. The creation of a public honesty barometer, among other indicators of participatory governance and responsive public service delivery, could enhance citizens' trust in governments.

39. Policymakers need to be aware of the right mix of top-down and bottom-up approaches, which requires assessment through constant policy evaluation. Rigorously thought-through procedures, supported by transparent public procurement, can have an immediate effect on increased accountability and can reduce opportunities for corruption which undermine service delivery in both developed and developing countries. Public administrations need to enhance capacity for such mechanisms as participatory budgeting and gender-responsive budgeting, both at the national and local levels. They should also be aware of the value of conducting peer reviews to assess performance.

40. Governments have used information and communications technologies as a platform to enhance responsive service delivery, engaging citizens in policymaking and implementation through e-government and mobile technology and applications. When governments ensure affordable access to sound technologies and support systems, e-solutions have tremendous potential to enhance relationships between people and their government.

41. The Committee observed that public demands for greater public accountability and transparency were leading policymakers to embrace open government, characterized by transparency, participation and collaboration. The concept of open government is premised, inter alia, on the notion that it is critical to have access to accurate and intelligible data and for information to be available to citizens. At the same time, it was acknowledged that there are risks associated with information and communications technologies, such as misuse and misinterpretation of big data and privacy issues, not least because the safe storage and appropriate use of data are often neglected in information and communications technology projects. Steps must be taken to manage such risks.

42. The Committee reiterated the view that it is imperative for the international community to set the appropriate standards to ensure that, entering the online world, citizens, governments, businesses and academia feel safe, secure, and have full trust in online digital instruments. Building improved mutual understanding is essential to generate increased levels of cooperation among all stakeholders.

B. Strengthening innovation, prioritization, informed decision-making and the integration of policy development processes for enhanced impact

1. Strengthening innovation

43. The public sector is evolving from being predominantly State-centred and rules-driven to being more citizen- and results-oriented and open to the engagement of multiple actors. Corresponding innovation in approaches to public policy analysis, formulation, implementation and oversight is needed, notably to enhance policy impact in pursuit of the sustainable development goals. Public sector innovation is understood to be connected with administrative procedure rather than with the underlying objectives of public policy. Competency, reliability, integrity and inclusiveness of public sector functions are among the main determinants of successful innovation efforts.

44. The Committee recalled that the drive for innovation in the public sector is due, in part, to the increasing complexity of the public agenda and recognition of the interdependence of development objectives at all levels. Managing complexity adequately calls for new governance patterns, with a shift away from purely hierarchical views of the exercise of public power to a framework of relations among public authorities at various levels and between government and civil society, the private sector and other stakeholder groups. Flatter, more participatory structures are characteristic of collaborative approaches to governance, as are moves from authoritarian to more inclusive leadership styles; from centralized to decentralized arrangements, from an emphasis on process to an emphasis on outcomes and from organizational silos to collective action in pursuit of shared objectives.

45. Outcomes to be achieved through innovation include improvement in performance; more transparent, accountable, effective and efficient government; preventing public officials from abusing power and gaining personal benefit from public resources; enhancement of equity and inclusiveness by giving equal opportunity to individuals and social groups; and protecting the public heritage. With regard to effectiveness, there is a need to continue promoting adoption of outcomes as primary indicators, in conjunction with efficiency and output measures.

46. The Committee noted that national registers, fiscal monitoring, regulation, strategy maps, social media and open government are some of the enablers of innovation. New technologies and tools suitable for specific country circumstances, in particular, should be explored. Information and communications technology can be a "strong tool" for combating corruption and promoting transparency, for example. At the same time, the risks associated with the diffusion of information and communications technology in government should be carefully considered, including through public dialogue. Technology underpins innovation but can also introduce vulnerabilities and raise questions of security and rights.

47. The Committee agreed that innovation within a collaborative setting will require a change of mindset on the part of public servants. This would entail, among other things, the need to strengthen commitments to joint problem-solving, learning by doing and experimentation, together with enhanced capacity to collect and analyse evidence and tap into knowledge networks. Transformative leadership and capacity development are crucial elements. Without sufficient capacity, reform efforts can be rendered ineffective or lead to ad hoc planning, among other challenges. Skills development to enhance creativity, analytical ability, citizen orientation and related competencies of current and future public servants as well as strengthening of institutional capacity to learn and adapt to new ways of doing things are crucial.

2. Prioritization and informed decision-making

48. In pursuing the interdependent sustainable development goals and with the growing complexity of society, informed decision-making and an ability to prioritize will be essential. Without them, attempts to address a problem in one area may well exacerbate or provoke problems in another area.

49. The Committee observed in particular that inclusion of stakeholders in government efforts to pursue the sustainable development goals is essential and inevitable as governments are challenged by the increasing demand to involve people in decision-making processes. Given that informed decision-making entails issues of data gathering and analysis, resource allocation, joint implementation and shared accountability in a wide variety of functional areas, universities, citizens and the private sector may all be brought in.

50. Stakeholder inclusion is particularly important for generating new ideas and solutions and understanding and mapping risks when innovations are implemented. The earlier stakeholders are engaged, the better the outcome will normally be, bearing in mind that engaging stakeholder groups may require improving capacities and capabilities for participation in policy processes.

51. Public administrators at both national and local levels will need skills and competencies to manage the prioritization processes so that they are not captured by

small, powerful groups. Genuine citizen inclusion and engagement should therefore have as one of its aims that the voice of the general public is heard and that the "silent majority" expresses its views. The Committee recognized that citizen engagement requires a commitment of resources. Governments have more information about their citizens and their needs than before with the advent of new technology, such as social media, which could be used to capture citizen input on priority concerns and suggestions for solving problems and improving service delivery.

3. Integration of policy development processes

52. The Committee recognized that the sustainable development goals call for an unprecedented level of policy integration. The sustainable development goals framework is cross-cutting in nature and most of the goals require some degree of common effort and cooperation among governmental structures. Sustainable development decision-making takes place against the backdrop of a complex array of jurisdictions, with multiple social and economic priorities, differing stakeholder interests, complex scientific knowledge and international considerations.

53. Policy integration for sustainable development requires government organizations to adopt strategies, programmes and projects that include all three dimensions of sustainable development simultaneously and take account of their inherent complexities and interdependences. Policy integration for sustainable development is a daunting task. It is made even more challenging by problems that cross jurisdictional boundaries, more vocal citizenries and the growing role of the private sector and non-governmental organizations in public policy implementation.

54. The Committee stressed that integration is not "business as usual" for most governments. Governmental processes for the most part do not reflect the interlinkages between the economic, social and environmental dimensions of sustainable development, or even linkages within dimensions. Instead, government administration is usually organized along sectoral lines with fragmented agenda setting.

55. Institutional constraints to policy integration typically include overly hierarchical structures, lack of a common strategic policy direction, sectoral self-interest and a complicated division of labour. These structural challenges can be compounded by inadequate mechanisms for allocating resources for cross-cutting issues and ensuring shared accountability for shared responsibilities. Disincentives to policy integration among public servants further include a lack of skills, perceived loss of power or authority, competition for resources and corruption.

56. The Committee noted that policymaking is mostly sectoral and that policy integration efforts should not be seen as an alternative to sector-specific processes. Rather, the foundation of integration rests on effective policymaking within sectors as well as the ability to convince sectoral actors to explore the benefits of cross-sectoral cooperation. Even with explicit budgetary provisions for joint initiatives, most of the resources needed for implementation of the sustainable development goals as well as the implementation pathways will flow through the responsible sectors.

57. Policy integration efforts are more likely to succeed when there are clear goals that unite experts, the public and decision makers and top-level leadership in

combination with bottom-up support from civil society. The inclusion of epistemic communities that combine scientific networks united to advance a political objective can make an important contribution, alongside cross-cutting political coalitions to counter the influence of groups that will be trying to make integration efforts fail and institutional devices that favour the public good over private interests. Special attention should be given to promoting gender equality in policy development processes.

58. Progress in addressing complexity and promoting integration may be possible when three sets of conditions come together: first, if policy images — the "policy glue" underpinning a coherent approach to a commonly understood problem — become more compelling; second, if supportive policy constituencies emerge; and third, if institutional arrangements that support the policy approach become more solid and predictable. These become ways of supporting and sustaining the attention being given to a particular issue.

59. The Committee agreed that policy integration efforts comprise both structural and behavioural approaches. A behavioural approach consists of providing a platform to promote a culture of sharing, for example, data and resources, reducing the silo-type mindsets of public officials. A structural approach consists of redefining agency functions, for example, between central and local governments and/or with a lead coordinating agency tasked with reducing fragmentation through a review of programmes. It is sometimes useful to task a lead agency with promoting collaboration on a particular objective or establish an arrangement for shared accountability for outcomes, with the engagement of multiple stakeholders from the beginning of the policy development process.

60. The Committee identified a number of specific ways of supporting policy integration beyond institutional realignment, including a "cascading strategy", in which an institution identifies strategic objectives from which key performance indicators are established for each level of administration, with subordinate objectives defined for each individual agency. Developing clear goals, performance indicators and standards has been proven to help institutions achieve clearer strategic direction, which in turn supports policy integration across levels. Other methods include enforcement of aggregate fiscal discipline, interoperability of systems and data and engagement of national and local governments in policy processes.

61. Devolved and decentralized government add a layer of complexity to policy integration in practice. Bringing local governments into the picture of sustainable development goals implementation is vital not only to foster coherence and synchronization across levels of administration but also because local governments have an inherent advantage in policy integration owing to the smaller number of actors involved and greater overlap of functions. The active and direct involvement of local governments in sustainable development goals implementation, beyond making cities inclusive, safe, resilient and sustainable, may also help counter perceptions that the sustainable development goals are something "the central government is doing".

62. The Committee reiterated the widely held view that national and local context really matters. Given that countries need to find their own pathways towards incorporating the sustainable development goals into national policy frameworks, a number of relevant experiences stand out as useful for developing countries, such as

climate change adaptation, integrated poverty reduction strategies and employment-rich growth. For effective policy integration in pursuit of sustainable development goals, it is important to consider a country's specific sustainable development conditions. Promoting local ownership of locally relevant goals and targets is critical if the sustainable development goals are to have meaning to people and lead to commitment and action.

63. A better sense is needed of how policy will play out across different regions and in different types of countries and what sequencing of reforms may be implied given different resources, capacities and governance systems. Innovative practices and frameworks for innovation and policy integration can be transferred with careful consideration of local circumstances. More effort is needed to learn from the past about what works and what does not, with case studies that could help identify windows of opportunity and improve policy integration strategies. Expert studies of policy processes at the national and local levels may be necessary to fully understand the context of sustainable development goals implementation.

64. Policy integration is a concept and set of practices subject to overlapping definitions and conceptual fuzziness, warranting further clarification. It is also important to develop adequate indicators of policy integration, taking into account the work of the Organization for Economic Cooperation and Development in this area.

C. Promoting accountable institutions, ethical leadership and integrity to enhance confidence in efforts to deliver sustainable development

1. National systems of accountability

65. The Committee recalled that primary responsibility for ensuring implementation of the sustainable development goals rests with government and, accordingly, there must be an acceptance of the shared vision of the post-2015 development agenda by politicians and senior government officials at all levels. Political endorsement is a cornerstone of a national system of accountability for the sustainable development goals and constitutes a fundamental mandate for public administration to translate the goals and targets into action, in accordance with national policies and priorities, regardless of political systems, levels of development or size.

66. Changes in mindset and behaviour, with the engagement and commitment of all stakeholders, are indispensable to the creation of an enabling environment for sustainable development. Coherent and sometimes comprehensive reform of institutions, including proper reflection of the value of public service, may also be needed, along with investments in open government and the empowerment of citizens through education, training and other means.

67. Sustainable development also requires a national system of accountability that is permeated with ethical values and standards, comprises a framework for monitoring and gives priority to public oversight. When taken together, procedural, institutional and social accountability, along with cultural factors, can play an important role in the institutionalization of honest, ethical, responsive, accountable and transparent government and are fundamental enablers of sustainable development.

68. The Committee noted that systems of national integrity comprise strong institutions and structures capable of exerting the necessary degrees of leadership, responsibility and accountability at all levels. This includes democratic accountability with politicians accountable to citizens through elections and other means, vertical accountability between superiors and subordinates, horizontal accountability in the delivery of services to citizens based on contractual, collaborative or networked relationships and diagonal accountability involving direct citizen engagement with horizontally accountable institutions.

69. Such systems of accountability may be strengthened through rigorous analysis and by guiding a national strategy for sustainable development goals implementation that may begin with an examination of decision-making processes at the national, provincial and local levels. This could be followed by preparation of a report for consideration by the national parliament covering such issues as information requirements, global and national relevance of the goals and targets, a national action framework and possible inter-ministerial or intergovernmental cooperation mechanisms. Once considered by parliament, tasks and roles can be allocated to the concerned public administration bodies, with a chain of arguments articulated to win majority support for action in both parliamentary commissions and plenary, with special attention to budgetary allocations.

70. Public administrators might then figure out which laws, ordinances and rules need to change and design a framework of objectives, strategies, means, incentives, relevant indicators and monitoring and evaluation procedures that could be considered at subnational levels. Citizen engagement could be particularly helpful at the local level to create a "proximity of concerns" and gain required support. Resources will need to be mobilized at the supranational, national, provincial and local levels and an effective campaign of communication and civic education undertaken, inter alia, to promote national understanding of the sustainable development goals and their relevance for a given country.

71. The Committee stressed that public oversight of government should be a core feature of national systems of accountability for sustainable development goals implementation and that access to information would play a critical role. Recognizing that governments must engage in partnerships with civil society and the private sector to achieve the sustainable development goals, these too should be subject to continuing public scrutiny.

72. National oversight institutions form part of the national systems of accountability and have an important role to play in monitoring implementation of the post-2015 development agenda through both financial audits and performance audits linked to the sustainable development goals. In this regard, there is a need to build capacity of supreme audit institutions so they are able to provide independent, objective and reliable information to the executive and legislative branches.

73. The Committee agreed that improved public sector accounting and internal audit control should also be strengthened. In many cases, accounting rules and regulations could be streamlined to provide a better view of the perspective of liquidity (cash flow statement), use and flow of resources (operating statement) and assets and liabilities (balance sheet). More advanced systems of accounting should also be introduced to help diminish risks associated with financial failures.

2. Public sector capacity development

74. The Committee stressed that the public sector has a critical role to play in pursuing all of the sustainable development goals and can have tremendous strategic value and influence on society, as evidenced by the fact that many important economic, social, scientific and technological innovations had their origins in government. This is due in part to the degree of professionalism and inventiveness among public servants, which bodes well for implementation of the post-2015 development agenda. At the same time, achievement of the sustainable development goals will require a steady and continued process of institutional and administrative improvement encompassing shifts in mindset and behaviour as well as continued transformation of process and practice.

75. Given that public institutions and human resources are decisive in the achievement of development objectives, a commitment to the development of public administration capacity, in all its aspects, is essential. Transformational leadership is part of the equation. Political will to undertake the requisite transformation is needed as well as the presence of ethical, innovative, effective, visionary and facilitative leadership at all levels. Special attention should be given to the provision of leadership training to overcome leadership deficits.

76. The Committee agreed that trust in government in pursuit of the sustainable development goals will depend considerably on the ability to deliver quality public services in an equitable and efficient manner. In order to overcome the biggest challenge on the path to sustainable development, there is a need for public administration structures and institutions to be prepared and, equally, a need for public servants to possess the necessary technical, analytical and operational skills. Strengthening of professional competencies and skills hinges on a comprehensive evaluation of the strengths and deficiencies of existing structures and human resource capacities in government and identification of actions that take into account national and local cultural factors, educational systems and labour market conditions.

77. Integrity in government is paramount for assuring transparency, accountability and responsibility, putting citizens first and fostering inclusion and broad national participation in public affairs. Ethical standards, integrity, a sense of responsibility, respect for the rule of law and human rights and work ethics in the public sector are instilled in the national public services starting from very early stages in education and career development. Action is needed by educational institutions, including schools and institutes of public administration, to imbue the values of professionalism so that public servants are prepared for transformational change; to train managers to better identify and respond to challenges bearing in mind local, national and global concerns; and to encourage research in support of sustainable development goals implementation.

78. The Committee reiterated in this context that national public administration systems are culture specific and that public sector reforms must continue to reflect national specificities. The virtue of integrity is highly dependent on tradition and cannot be created artificially or quickly. Developing an effective, responsive and professional civil service is therefore a problem of each national public administration and it is critical to be clear about the role of the State in regulating the behaviour of public servants.

3. Prevention of corruption

79. The Committee emphasized that corruption may be one of the most significant impediments to achievement of the sustainable development goals and a contributing factor to the trust deficit. The impact of persistent corruption can be devastating inasmuch as it undermines democracy, respect for the rule of law, economic progress and the trust of citizens in institutions. These effects in turn undermine the credibility of institutions and, if unchecked, will compromise progress towards achievement of the sustainable development goals. By the same token, the fight against corruption can be a complex and long-term challenge.

80. Recalling the United Nations Convention against Corruption, the Committee stressed the need to accelerate the adoption of measures to prevent corruption in the public sector and end impunity for corrupt practices, inter alia, through measures that strengthen transparency, promote collaboration among parliamentarians, public administration and civil society and ensure implementation and respect for ethical standards. Access to information and open data, improvement of public procurement, strengthening of citizen and parliamentary oversight bodies, enhanced civic education and access to government by civil society are essential tools in activating citizens' ability to oversee government administration and in confronting and limiting the impact of corruption.

81. There is a multiplicity of interrelated institutional and human factors that should be considered in the fight against corruption, which takes many different forms, from petty bribes and poor work habits to theft of public assets on a grand scale. A targeted, multilayered and coordinated approach to the prevention of corruption may be most effective in tackling the underlying causes of illicit and unethical behaviour in each case. The contribution of investigative and independent media must be recognized and encouraged and greater effort must be made to protect journalists from legal and physical threats and violence.

82. The Committee noted that it will be critical to implement a wide variety of procedures, institutions and social and cultural factors that each in their own way seek to address the problem of corruption. Government can be assisted in this effort through specific legislation that incentivizes individuals engaged in corruption to assist in fighting it, protects those who are willing to expose corruption, removes impunity from prosecution of those holding political office and provides assurances for the safety of journalists who investigate and/or report on corrupt practices.

Chapter IV
Review of the United Nations Programme in Public Administration and Development Management

83. The review of the United Nations Programme in Public Administration and Development Management was opened by the Director of the Programme. The Assistant Secretary-General for Economic Development in the Department of Economic and Social Affairs made remarks on the current and future role of the United Nations system in governance and public administration, followed by a representative of the Department's Office for Economic and Social Council Support and Coordination, who gave a briefing on reform of the Council, and the Deputy Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), who gave a presentation on promotion of gender equality in governance-related aspects of sustainable development goal 16.

84. The Committee noted that governance and institutions were relevant to the entire framework of the post-2015 development agenda and that effective, accountable and inclusive institutions at all levels will be instrumental in implementing all of the sustainable development goals. Support to monitoring and implementation of proposed sustainable development goal 16 — to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive societies at all levels — and aspects of goal 17, notably targets related to technology, policy and institutional coherence and multi-stakeholder partnerships, are areas where the programme, given its mandate and expertise, can best assist the Committee in the follow-up to the post-2015 development agenda.

85. The universality of the sustainable development goals suggests that monitoring of implementation may be applicable to all countries. The Committee noted that a limited number of universal indicators for each target are expected, in addition to any indicators that may be adopted at the national level and country-owned. The experts expressed interest in following the work of the Praia group on governance statistics, with the assistance of the Secretariat as appropriate, and in contributing to the identification of governance statistics at the international level that are relevant and meaningful to public policy analysis and formulation within their areas of expertise.

86. With regard to research and publications activities, the Committee suggested that the programme take a broader approach to governance matters. A number of current and emerging areas of inquiry should be pursued, among them updated guidance on citizen engagement, human resources management and e-government development. There may be a need to develop norms and standards to support implementation of the sustainable development goals and the need for additional policy guidance on governance-related matters should be considered, such as on building trust in government and public service charters.

87. Normative-operational linkages could take the form of overall policy guidance for the Economic and Social Council system. The support of the United Nations in building capacity of public institutions for the implementation and monitoring of the sustainable development goals will be necessary, inter alia, in the area of human resources management, with due attention to development of local government as well as capabilities for innovation and experimentation. Priority should be given to

the countries that need capacity development the most, such as countries emerging from conflict and countries engaged in democratic transition, where implementation of the post-2015 development agenda will be especially challenging.

88. The sharing of experiences, preferably in the six official languages of the United Nations, will continue to be an important means of promoting capacity development. In this regard, the Committee noted with appreciation the expanding number of applications for the United Nations Public Service Awards and stressed that they could be a rich source of ideas on public sector innovation and effectiveness in implementation of the sustainable development goals. The Committee further noted the initiative of strengthening the review of the Awards in the context of the post-2015 development agenda and looked forward to its outcome.

89. The Committee encouraged closer cooperation with other entities of the United Nations system. Specifically, strengthened collaboration with UN-Women in promoting gender equality in public administration may be warranted, including in connection with progress towards achieving responsive, inclusive, participatory and representative decision-making at all levels. More generally, United Nations agencies should continue to promote collaboration and coherence of their activities in pursuit of governance-related aspects of the post-2015 development agenda.

Chapter V
Future work of the Committee

90. The Committee of Experts on Public Administration will continue to align its work programme to the needs and priorities established by the Economic and Social Council with a view to contributing effectively to the Council's deliberations and assisting it in the performance of its functions.

91. At its fifteenth session, the Committee will work on the theme the Council adopted for its 2016 session, "Implementing the post-2015 development agenda: moving from commitments to results", and prepare policy recommendations on the governance and institutional aspects of this issue. The Committee opted to base its contribution on transforming public institutions to facilitate inclusive policy formulation and integration in the implementation and monitoring of the sustainable development goals.

92. The Committee agreed that in-depth consideration was needed of particular aspects of this broad institutional challenge. It decided to focus on ensuring prioritization and decision-making that is fair, responsive, inclusive, participatory and accountable at all levels; improving engagement and communication between government and stakeholders, including access to information, open government and electronic and mobile solutions; ensuring effective and innovative implementation, monitoring and impact evaluation of the policies identified in support of the sustainable development goals; strengthening the confidence of citizens in the effectiveness, validity and integrity of public administration through enhanced, targeted efforts to use good governance to prevent, expose and deal with corruption; and developing transformative leadership and enhancing relevant competencies of public servants.

93. In light of the substantially different nature of the sustainable development goals from the Millennium Development Goals, in particular with regard to governance and public administration aspects, the Committee decided to undertake an informal review of its name and terms of reference with a view to ensuring that it is fit for purpose in the post-2015 period.

Annex

List of documents

Symbol	*Agenda item*	*Title or description*
E/C.16/2015/1	2	Provisional annotated agenda
E/C.16/2015/2	3	Building trust in government in pursuit of the sustainable development goals: the case of Nicaragua: note by the Secretariat
E/C.16/2015/3	3 (a)	Redefining relationships and responsibilities to support participatory governance and responsive public service delivery, including through e-solutions: note by the Secretariat
E/C.16/2015/4	3 (b)	Strengthening innovation, prioritization, informed decision-making and the integration of policy development processes for enhanced impact: note by the Secretariat
E/C.16/2015/5	3 (c)	Promoting accountable institutions, ethical leadership and integrity to enhance confidence in efforts to deliver sustainable development: note by the Secretariat
E/C.16/2015/6	4	Review of the United Nations Programme in Public Administration and Development Management: note by the Secretariat
E/C.16/2015/CRP.1	3 (a)	Report of the expert group meeting on formal and informal institutions for citizen engagement, Paris, 20 and 21 October 2014
E/C.16/2015/CRP.2	3 (b)	Report of the expert group meeting on policy integration in government in pursuit of the sustainable development goals, New York, 28 and 29 January 2015
E/C.16/2015/CRP.3/Rev.1	3	The trust deficit: concepts and causes of low public trust in governments

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